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Approved For Release 2005/07/12 : CIA-RDP82-00357R000800100040-3

10 AUG 1976

FD-113 Registry
76-4003

MEMORANDUM FOR: Executive Secretary
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science & Technology
Comptroller

SUBJECT: Additional Action Items Arising Out of the
1978 Program Review

1. During our review of the 1978 Program several topics were identified which require further attention. Certain of these will be pursued within the Executive Advisory Group, others are more appropriately pursued by you directly. The topics follow.

2. I am concerned that our program plans do not show more evidence of planning for the longer term. I am asking the Comptroller to consider ways to involve EAG members in the development of the 1979 Program before the issuance of the Program Call in January, and to brief me on his proposals.

3. While external training was not explicitly highlighted in our Program Review, I was reminded during the review that we must pay continuing attention to ensuring that our professional people are given every reasonable opportunity to keep their knowledge current with the most recent developments in their professions. This is as important for managers and analysts as it is for scientists and engineers. Rather than developing a parallel or competing system for accomplishing this task, I want the Personnel Development Program machinery to accommodate this vital dimension of personnel development. The Personnel Development Program is designed to ensure that essential planning is undertaken to meet our senior management needs with managers who are well-trained and qualified for their current and future assignments. It is equally if not more important that this process be undertaken early in each employee's career in order to enhance the professionalism of our staff through orderly career development and expanded use of training opportunities. I am asking Mr. Blake to consider the best approach to this problem and report back to me by 1 November 1976, as to how we should proceed.

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SECRET

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4. I note we have some of the mechanisms necessary to comply with legal requirements governing equal opportunity and affirmative action, but our performance still leaves much room for improvement. The Director of the Office of Equal Employment Opportunity has recently compiled and forwarded to the Civil Service Commission the CIA EEO Plan which reviews the progress made, identifies and further refines problem areas and presents Agency and Directorate plans for solutions. In addition to the reporting required in the EEO Plan and by the Director, notwithstanding, I want each Directorate to report to me on a quarterly basis during Fiscal Year 1977. Your report shall include the status of your EEO Program including particularly, your progress in the following:

- the hiring of minority citizens;
- the development of female professional employees and managers;
- the status of Directorate upward-mobility programs;
- the full utilization of skills and talents; and
- an assessment of managerial performance in "Human Resource Management."

Your evaluation should cover your progress for the preceding quarter, an explanation for your failures and a presentation of future plans.

5. You are requested to lend your cooperation and assistance to the Deputy Director of Administration for the purpose of considering a revision of the Occupational Coding System so that occupational codes will reflect more precisely the kinds of work actually expected from each position. This dovetails with a need to have a much more precise knowledge or inventory of our present position allocations related to these more precise definitions of the individual substantive assignments. By 4 January 1977, I would like to have from the DDA an assessment of the problem, a statement of the plans for solving it, and a target date for its completion.



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7. I have asked [] in conjunction with the Comptroller and Deputy Director for Administration, to examine the several Agency mechanisms which cope with releases of information to the public to seek opportunities for reducing costs and improving security control, as well as ensuring internal consistency.

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8. In order to establish a positive control mechanism the DDA, in conjunction with the Comptroller, will develop and install a billing system for ADP credits, using monthly Comptroller meetings to monitor and control the use of all centrally-managed ODP resources. Once this system is in hand and benefiting from the experience derived, I will want to take the next step and consider the merits of devising a consolidated system encompassing all ADP resources. I expect that work on such a system will be far enough advanced so that the status of our use of ODP computer resources can be considered in the February 1977 Comptroller's meeting.

9. Because of the essential nature of the SAFE project, it is essential that progress in implementing this important effort must be carefully monitored. The Deputy Directors for Intelligence and Administration are requested to maintain lively awareness of the status of this project and to submit a joint report to me quarterly, through the Comptroller, beginning with the three-month period ending 31 December 1976. The first report should include a detailed financial plan, including specific data on expenditures through Fiscal Year 1978. We must be prepared to defend our efforts to Congress during hearings on our 1978 budget, including particularly the increased funding level for 1978, and I will look to the Deputy Directors for Intelligence and Administration for substantive support in this regard. Congress placed a [] limitation on this project; our overall project plans must be developed accordingly. Cost overruns or total costs in excess of [] are not likely to be viewed sympathetically. Therefore, it is essential that early warning of potential problems be brought to my attention.

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10. Provision of adequate space relates directly to the efficiency, morale and incentives of our personnel. The Deputy Director for Administration will, within existing resources, begin preliminary planning for a new building to be constructed on the Headquarters compound. We want to be in a position to present a defensible plan in the 1979 Program. With or without a new building, our current use of space needs examination.

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11. The Deputy Director for Intelligence, in conjunction with the Comptroller, will undertake a study of possible ways to reduce or eliminate FBIS dependence on politically precarious foreign installations and develop a long term plan for the continued fulfillment of its mission, assuming that overseas monitoring stations may no longer be practical in future years. This study will be completed by 31 January 1977, so that any action proposals affecting the 1979 Program can be incorporated into the July 1977 Program Review.

25X1 12. The Deputy Director for Science and Technology and the Comptroller will continue to monitor the Agency's involvement [] to ensure that when Phase 1 is concluded at the end of Fiscal Year 1978, we have no further formal relationship to the program. This was the subject of a separate memorandum from the Comptroller to the DDS&T.

13. The Deputy Director for Science and Technology will begin immediately to make arrangements with the Air Force to turn over to them the full responsibility [] The transfer will be completed by 1 October 1977, the beginning of Fiscal Year 1978. I will need an interim report of progress in November. 25X1

14. The Deputy Director for Operations will examine the size and mix of our [] program to ensure that it reflects future needs realistically. A report of the study findings, together with recommendations for revised lists of items to be stockpiled, will be submitted before any funds are obligated for these purposes during Fiscal Year 1977. 25X1

[]
E. H. Knoche

Deputy Director of Central Intelligence 25X1

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